Status of Women Canada

2011–2012
Departmental Performance Report

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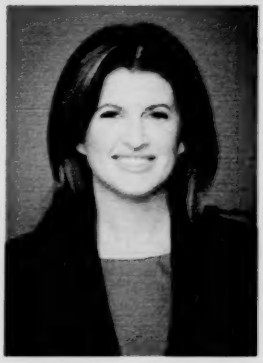
Minister's Message



I am pleased to present the *2011–2012 Departmental Performance Report* for Status of Women Canada.

As in recent years, Status of Women Canada continued its collaboration with a wide range of partners to carry out its mandate and address the Government of Canada's priorities for women and girls, focusing its efforts in three areas: ending violence against women and girls; enhancing women's economic security and prosperity; and promoting women's leadership and participation in decision-making roles.

In 2011–2012, Status of Women Canada, through its program investment and policy intervention, delivered on its priorities and achieved results that help advance equality between women and men. As well, a summative evaluation completed during the reporting year showed that the Women's Program remains efficient, financially responsible and responsive to the needs of women and girls in Canada.

One of the most notable accomplishments in the past year was Canada's leadership on the United Nations' proclamation of the International Day of the Girl, and we will make history by celebrating this day for the first time on October 11, 2012. This day is an opportunity to learn about girls and young women as future builders of families, communities and nations, and to resolve to remove the barriers that limit their potential.

On violence against women and girls, Status of Women Canada intensified its leadership and worked with key partners to address important issues, including violence committed in the name of honour. The agency facilitated dialogue and disseminated knowledge, exploring effective solutions, including engaging men and boys in preventing gender-based violence and invested almost four million dollars (over three years) on a group of projects under the theme of "Engaging Young People to Prevent Violence against Women on Post-Secondary Campuses."

Status of Women Canada also collaborated to produce Statistics Canada's 6th edition of *Women in Canada.* This resource provides key information on the situation of women in areas such as economic security, violence, access to education and career opportunities, and data on specific groups, such as immigrant and Aboriginal women.

Overall, I am pleased to report steady progress on improving the situation of women and girls in Canada.

Rona Ambrose, P.C., M.P.
Minister of Public Works and Government Services
and Minister for Status of Women

Section I – Organizational Overview

Raison d'être

The Office of the Co-ordinator, Status of Women, known as Status of Women Canada (SWC), is a federal government agency that promotes equality for women and their full participation in the economic, social and democratic life of Canada. The legal mandate of SWC is "to coordinate policy with respect to the status of women and administer related programs" (1976).

SWC is responsible for providing strategic policy advice and gender-based analysis (GBA) support, administering the Women's Program, and promoting commemorative dates relating to women in Canada. The agency also plays an important role in supporting Canada's efforts to meet its international obligations.

SWC works to advance equality for women, focusing its efforts in three priority areas: increasing women's economic security and prosperity; ending violence against women and girls; and encouraging women's leadership and participation in decision-making roles.

Responsibilities

SWC is the primary federal agency responsible for supporting the Government of Canada's agenda to advance equality for women and girls. In fulfilling its mandate, the agency works with a wide range of organizations, building synergies with key stakeholders, collaborating with different levels of government and engaging the private and voluntary sectors.

SWC functions in a complex environment where advancing gender equality remains a shared responsibility across the federal government. To bring about concrete results and enduring benefits for Canadians, the agency carries out its mandate strategically, working in partnerships, focusing its efforts where there is a clear potential for making a difference in the lives of women and girls in Canada, and ensuring its policy intervention and program investments are aligned with Government of Canada priorities to assist Canadian women and girls.

In its policy function, SWC plays the role of a knowledge broker and facilitator, offering advice and support, conducting policy analysis, providing input and making strategic interventions at both domestic and international levels.

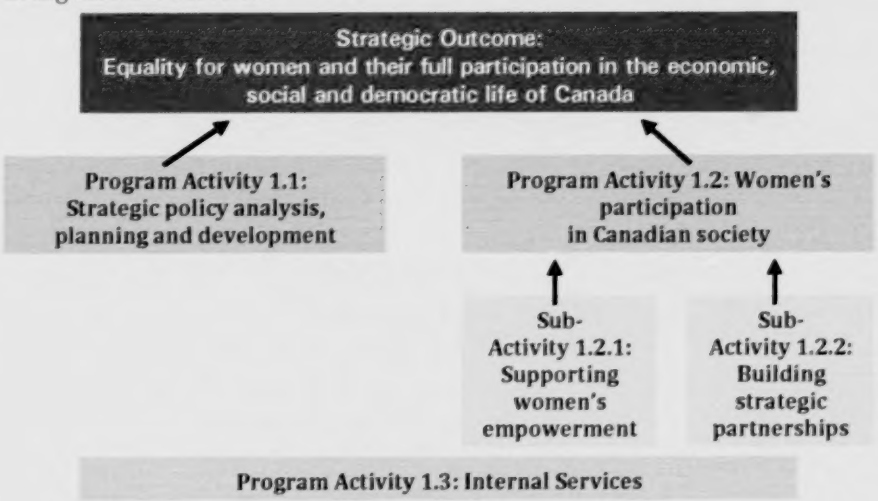
SWC works in collaboration with key stakeholders to facilitate the integration of gender dimensions in the development of policies and programs. It also promotes the application of GBA, an inclusive analytical practice that involves examining the intersection of sex and gender with other identity factors.

Through the Women's Program, SWC provides financial and professional assistance to Canadian organizations to carry out projects that advance equality and the full participation of women and girls. SWC invests resources where there is a clear potential for making a difference in the lives of women and girls in Canada.

SWC's regional offices are located in Montréal (serving Quebec), Moncton (serving New Brunswick, Prince Edward Island, Nova Scotia and Newfoundland and Labrador), and Edmonton (serving Alberta, Manitoba, Saskatchewan, British Columbia, Northwest Territories and Yukon). The National office, including Nunavut, and the Ontario regional offices are located within the headquarters in the National Capital Region. (http://www.swc-cfc.gc.ca)

Strategic Outcome and Program Activity Architecture

As shown in the Program Activity Architecture (PAA) below, SWC has one strategic outcome, which is supported by three program activities, the third being Internal Services.


Strategic Outcome:
Equality for women and their full participation in the economic, social and democratic life of Canada
Program Activity 1.1: Strategic policy analysis, planning and development
Program Activity 1.2: Women's participation in Canadian society
Sub-Activity 1.2.1: Supporting women's empowerment
Sub-Activity 1.2.2: Building strategic partnerships
Program Activity 1.3: Internal Services

Organizational Priorities

Summary of Progress against Priorities

Priority	Type	Strategic Outcome
Strengthen implementation and use of gender-based analysis (GBA) in the federal administration (P.A.1.1)	Ongoing	Equality for women and their full participation in the economic, social and democratic life of Canada

Progress Against Priorities

During the reporting period, SWC provided direct support to eight federal organizations and assisted many others to meet the obligations set out in the Departmental Action Plan on Gender-based Analysis. As a result, these organizations are better able to strengthen their implementation and use of GBA through institutional mechanisms that create an environment where routine application of GBA can be carried out.

Priority	Type	Strategic Outcome
Domestic collaboration, engagement of FPT partners, strategic international interventions (P.A.1.1)	Ongoing	Equality for women and their full participation in the economic, social and democratic life of Canada

Progress Against Priorities

In 2011–2012, SWC collaborated with partners at the federal, provincial and territorial levels, and at the international level, to bring about greater awareness of issues related to gender equality and women:

- On the international stage, the Minister for Status of Women led a successful campaign at the United Nations to proclaim the International Day of the Girl, to be celebrated for the first time on October 11, 2012.
- In collaboration with the Public Health Agency of Canada and Justice Canada, SWC addressed issues of violence against women and girls, including engaging men and boys in preventing gender-based violence. Through this collaboration, SWC also brought together key players who concluded that violence against women and girls has enormous cost to society. In its efforts to explore different solutions, SWC facilitated a dialogue and disseminated knowledge about engaging men and boys to prevent gender-based violence.
- In 2011–2012, SWC began working with federal, provincial and territorial partners to increase information and raise awareness about the nature and extent of violence against women and girls. A key set of statistics, *Measuring Violence Against Women: Statistical Trends* will be published in 2012-2013.

Priority	Type	Strategic Outcome
Interventions to address issues in priority areas: • improving women's economic security and prosperity; • ending violence against women and girls; and • promoting women's leadership and participation in decision-making roles (P.A.1.2)	Ongoing	Equality for women and their full participation in the economic, social and democratic life of Canada

Progress Against Priorities

In 2011–2012, a total of 328 projects received financial and/or other support from SWC in three priority areas: promoting women's economic security and prosperity; ending violence against women and girls and encouraging women's and girls' participation in leadership and decision-making roles.

The projects, implemented at local, regional and national levels, were diverse in nature and scope, targeted different population groups, addressed a multitude of issues and applied varied strategies.

During the reporting period, the summative evaluation of the Women's Program was completed. It concluded that the Program remains relevant and that SWC's investments are responding to the needs of Canadian women.

Priority	Type	Strategic Outcome
Proceed with the renewal of the WP Terms and Conditions (P.A.1.2)	Ongoing	Equality for women and their full participation in the economic, social and democratic life of Canada

Progress Against Priorities

Progressing as planned. The Women's Program Terms and Conditions will be renewed in 2012–2013.

Risk Analysis

Organizational Context

Canada continues its steady progress on advancing equality between women and men. Among the G20 countries, Canada was named the best country to be a woman, according to gender experts from five continents[1]. Also, Canada improved its rating from 31st in 2008 to 18th in 2011 in the global ranking of gender equality, according to the World Economic Forum. As stated in *Women in Canada: A Gender-based Statistical Report, 6th edition* (2012), further efforts are still needed to end violence against women and girls, to increase women's representation in leadership and decision-making roles, and to increase economic prosperity of women and girls. The issues to be addressed across social and economic domains reinforce the fact that the achievement of gender equality is a shared responsibility among federal departments and agencies, between various levels of government, and with different stakeholders. Therefore, SWC works hard to engage women and men and to work in collaboration with partners in the public, private and voluntary sectors.

Operating Environment

Risk management is an essential aspect of SWC's business. Risk management principles and practices have been incorporated into all aspects of the agency's planning and decision-making processes. The launch of SWC's Corporate Risk Profile (CRP) in 2011–2012 signalled an important step toward enterprise-wide risk management, ensuring that risk is taken into consideration in decision-making processes, planning exercises and operational activities. In addition, SWC developed tools to manage, monitor and communicate program risks and determine the level of risk tolerance.

By monitoring its organizational context and operating environment, SWC successfully managed potential risks, thereby implementing its 2011–2012 priorities, making progress toward its expected results.

Summary of Performance

2011–2012 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
29.4	30.8	29.4

The increase in Total Authorities from Planned Spending is explained by the inclusion of the 2010-2011 operating budget carry-forward and paylist expenditures. The difference between total authorities and actual spending is explained by frozen allotments that represent funds withheld by Treasury

Board and cannot be spent by SWC, and the planned carry-forward and compensation adjustments for 2012–2013.

Human Resources (full-time equivalent—FTE)

Planned	Actual	Difference
94	94	0

Summary of Performance Tables

Progress Toward Strategic Outcome

Strategic Outcome: Equality for women and their full participation in the economic, social and democratic life of Canada		
Performance Indicators	**Targets**	**2011–2012 Performance**
	1% increase per year	While there is evidence of progress toward SWC's strategic outcome, gaps do remain in key areas. Although this outcome cannot be achieved solely by SWC, the agency continued to play a lead role in its realization by:
Representation of women in senior decision-making positions in the public and private sectors		• acting as a knowledge broker, informing decisions and influencing actions by public institutions to integrate gender considerations in their policies, programs and initiatives;
Representation of women in the labour market, including access to support programs and services for entrepreneurship initiatives		• providing support to federal institutions to build sustainable capacity for the application of gender-based analysis in their decision-making processes, operational activities and corporate culture; and
Participation of women in political processes/systems at the local, provincial and federal levels		• providing financial and other support for projects that address barriers to women's participation in the economic, social and democratic life of Canada. • securing an Economic Action Plan 2012 commitment to establish an advisory council on women on boards.

Performance Summary, Excluding Internal Services

($ millions)						
Program activity	2010–2011 Actual spending	2011–2012 Main estimates	2011–2012 Planned spending	2011–2012 Total authorities	2011–2012 Actual spending	Alignment to Government of Canada outcomes
Strategic policy analysis, planning and development	2.0	1.8	1.8	1.9	2.0	Government Affairs: A transparent, accountable, and responsive federal government. (http://www.swc-cfc.gc.ca/abu-ans/index-eng.html)
Women's participation in Canadian society	22.7	24.2	24.2	24.0	21.6	Economic Affairs: Income security and employment for Canadians. (http://www.swc-cfc.gc.ca/fun-fin/wcf-fcf/index-eng.html)
Total	24.7	26.0	26.0	25.9	23.6	

Planned spending within each program activity included forecasted expenditures funded centrally through Internal Services. This mostly explains the variance between planned spending and actual spending within each program activity.

Performance Summary for Internal Services

($ millions)					
Program activity	2010–2011 Actual spending	2011–2012 Main estimates	2011–2012 Planned spending	2011–2012 Total authorities	2011–2012 Actual spending
Internal Services	5.5	3.5	3.4	4.9	5.8

Strategic Environmental Assessment

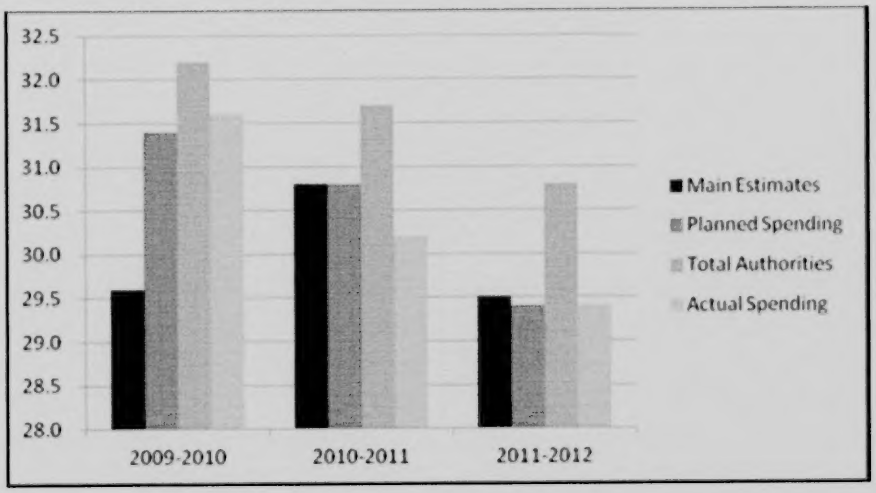
During 2011–2012, SWC considered the environmental effects of initiatives subject to the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*. However, SWC did not develop any policy, plan or program proposals and therefore did not produce any public statements. The *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* may be found at: http://www.ceaa.gc.ca/default.asp?lang=En&n=B3186435-1.

Expenditure Profile

Departmental Spending Trend

In 2011–2012, SWC spent a total of $29.4 million to carry out its program activities, to achieve expected results and to advance towards its planned strategic outcome. The base budget for Grants and Contributions has remained consistent through the three fiscal years; however, the fluctuation in Main Estimates is mostly due to additional grant and contribution funding re-profiled from 2008–2009 to 2009–2010 and 2010–2011. This re-profile was temporary and does not affect the ongoing base budget.

($ millions)



Estimates by Vote

For information on SWC's organizational votes and/or statutory expenditures, please see the *Public Accounts of Canada 2012 (Volume II)*. An electronic version is available on the Public Works and Government Services Canada's website.[2]

Section II – Analysis of Program Activities by Strategic Outcome

Strategic Outcome: Equality for women and their full participation in the economic, social and democratic life of Canada

SWC's Strategic Outcome is achieved through the collective efforts of women and men in the public, private and voluntary sectors. Given its mandate, SWC has a unique role in the realization of this outcome, as highlighted below:

Program Activity 1.1: Strategic policy analysis, planning and development

Program Activity Description

Under this program activity, SWC performs policy analysis, offers expert advice, and develops tools to support federal departments and central agencies in identifying policy priorities and in integrating gender considerations in existing and proposed policies, programs and initiatives. This is done through collaboration with other federal departments, provincial-territorial governments, civil society and key international partners.

2011–2012 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
1.8	1.9	2.0

Planned spending within each program activity included forecasted expenditures funded centrally through Internal Services. This mostly explains the variance between planned spending and actual spending within each program activity.

2011–2012 Human Resources (full-time equivalents [FTEs])

Planned	Actual	Difference
17	17	0

Program Activity Performance Summary

Expected Results	Performance Indicators	Targets	Actual Results
Increased policy effectiveness in addressing women's issues and advancing gender equality	Number of departments that respond to women's issues effectively through policy/program formulation and implementation	3–5 departments per year	In 2011–2012, SWC continued to emphasize collaboration with federal partners, building partnerships on common issues. SWC played a lead role, and worked with other federal, provincial and territorial organizations to ensure the availability of information to assess progress on gender equality. • With support from 18 federal organizations, SWC coordinated the production of the Statistics Canada publication *Women in Canada: A Gender-based Statistical Report, 6th edition.* • Along with 13 provinces and territories and four federal organizations, SWC is collaborating with Statistics Canada on the production of *Measuring Violence Against Women: Statistical Trends,* to be released in 2013. SWC also collaborated with other departments to identify and raise awareness at the federal level of gaps and emerging issues, including with: • the Public Health Agency of Canada on the importance of engaging men and boys in preventing violence against women and girls. • Justice Canada on exploring the costs to society of violence against women and girls. Representatives from 14 federal organizations and seven provinces and territories participated in a learning exchange on the issue.
Sustainable capacity of federal government departments to apply GBA	Percentage of other government departments with increased capacity to incorporate GBA into their policy and program activities	3–5 departments per year	With the support of SWC, the number of federal organizations with GBA capacity is growing. In 2011–2012, SWC directly supported eight federal organizations with implementation of the *Departmental Action Plan on Gender-based Analysis,* while over 20 other organizations were supported with expert advice, tools or training.

Expected Results	Performance Indicators	Targets	Actual Results
Increased integration of women's issues in the formulation of policies and programs	Number of new and improved policies and programs that respond to women's issues	3–5 policies per year	Through strategic interventions, SWC played a lead role in informing important decisions at domestic and international levels. • In collaboration with DFAIT, SWC supported work that led the UN to establish the International Day of the Girl. • SWC, in partnership with Canadian Heritage, Justice Canada and DFAIT, raised awareness of international obligations on gender equality. • SWC, along with 16 other federal organizations, contributed to the comprehensive federal plan to consolidate efforts to address the trafficking of persons. The organization also engaged with the provinces and territories in sharing information on combating the trafficking of women. • SWC secured an Economic Action Plan 2012 commitment to establish an advisory council on women on boards.

Performance Summary and Analysis of Program Activity

Departmental Action Plan on Gender-based Analysis (GBA): strengthen implementation of GBA in the federal administration

Public institutions are expected to develop inclusive policies, programs and services that respond to the needs of women and men in all their diversity. This obligation, among others, requires sustainable capacity for the application of gender-based analysis (GBA). SWC plays a lead role in guiding and facilitating the implementation of GBA within the federal government. In playing this role, the agency provides targeted support to departments to help them implement the *Departmental Action Plan on Gender-based Analysis* (Action Plan) that was tabled with the Standing Committee on Public Accounts in 2009[3].

Throughout the reporting year, targeted efforts were made to enlist leadership and support, improve communications, clarify expectations and increase accountability for GBA within the federal government. Phase II of the Action Plan implementation was launched in 2011–2012, enabling SWC to broaden its outreach beyond the original departments[4] and to increase the number of federal organizations with the capacity to fulfill the Action Plan expectations. The departments that participated in Phase II submitted

to SWC a detailed self-assessment that showed their institutional capacity to apply GBA.

In its role as a knowledge broker, SWC developed or updated tools and materials and organized various forums (e.g. information sessions, workshops, interdepartmental meetings and outreach to research and evaluation communities) to disseminate information, share best practices and lessons learned, improve communication and keep federal organizations up to date on the status of GBA. Also, it continued to chair the meetings of the Interdepartmental Committee on GBA, an important forum to address departmental challenges with regard to GBA. As a result, there are indicators of a growing knowledge among federal institutions about GBA and its application in the public sector.

SWC continued to respond to demand for its support by departments and agencies seeking guidance on integrating GBA. SWC's assistance, both at the institutional level and for key documents, such as Memoranda to Cabinet, was provided to individual organizations through expert advice and a range of other supports. In 2011–2012, SWC offered GBA training to public servants representing 27 federal organizations. In addition, federal employees with responsibility for GBA attended sessions to help prepare for their roles in their respective departments. This ongoing support was crucial in building the capacity of federal institutions to apply GBA to policies, programs and legislative initiatives.

Looking ahead, SWC continued work on a new online GBA course to be delivered through its website starting in 2012–2013, making it available to all federal public servants across Canada and abroad as well as to other stakeholders.

In 2011–2012, SWC seized the opportunity represented by the commitment in the *2010-2011 Report on Plans and Priorities* to "explore progressive integration of intersectionality" to better capture the intersection between gender and other aspects of diversity. In 2011, a workshop entitled "The Future of Gender-Based Analysis," which focused on an intersectional approach to GBA, was organized to provide opportunities for learning and exchange of best practices and innovations in GBA application. Attended by 120 participants, the workshop was successful in expanding public servants' understanding of the significance of how gender interacts with other aspects of diversity in the application of GBA. The agency has adopted the use of "GBA+" to highlight the increased emphasis on intersectional analysis in the application of GBA.

Collaboration with and support for federal partners for program and policy development

In 2011–2012, SWC continued to emphasize collaboration with federal partners, building synergy on common issues. Through its presence in the Strategic Partnership Initiative (SPI), for example, SWC continued to work in collaboration with other federal organizations to identify gaps, develop

inclusive policies, promote the collection of sex-disaggregated data for the purposes of creating benchmarks and informing target setting, leverage federal investment in addressing women's issues, share information, avoid duplication and maximize the impact of government efforts and investments in advancing the status of women.

In 2011–2012, SWC continued to spearhead the collaborative efforts of 18 federal organizations to leverage financial support to complete the publication of the sixth edition of *Women in Canada, a Gender-based Statistical Report*[5]. The publication helps fulfill the Government of Canada's commitment to GBA by ensuring that users, including policy- and decision-makers, have a variety of data and information sources that shed light on the diverse experiences of women and men in Canada.

On the issue of violence against women and girls, SWC played a key role in identifying gaps and emerging areas of consideration among federal partners for program and policy development. In February 2012, in collaboration with Justice Canada experts and the Public Health Agency of Canada, SWC facilitated the exchange of knowledge on the economic costs of violence against women and girls. The discussion emphasized that understanding the costs associated with violence against women as well as identifying cost-effective prevention strategies are key to significantly reducing rates of violence against women and girls.

As well, the agency facilitated dialogue and disseminated knowledge about engaging men and boys in preventing gender-based violence, an approach that is gaining momentum nationally and internationally. Through discussions with provinces and territories, connecting leaders in this area with a range of audiences, and sharing information about promising awareness raising initiatives, SWC has increased understanding about why this approach is critical to reducing violence against women and girls.

SWC also collaborated with a number of federal departments and agencies to address other emerging areas of concern. This includes contributing to the Government of Canada's comprehensive plan to consolidate efforts to address trafficking in persons, and working with the Department of Justice to increase knowledge and understanding about "honour-based" violence and forced marriages. SWC also secured a commitment in Canada's Economic Action Plan 2012 to create an advisory council of leaders from the private and public sectors to promote the participation of women on corporate boards.

Continued collaboration and active involvement in domestic and international forums on gender-equality issues

SWC continued to participate actively in the Federal-Provincial-Territorial (F/P/T) forum of Ministers Responsible for Status of Women to identify and implement solutions to violence against women and girls and to explore ways to advance women's representation in non-traditional occupations. Through this forum, and with support from multiple federal departments,

SWC has been leading, among other things, the process to update the publication, *Measuring Violence against Women: Statistical Trends.* To be released in early 2013, the report provides key indicators on the prevalence and severity of violence against women; the various risk factors and impact of violence; and criminal justice and social responses.

On the international scene, the agency worked in close collaboration with Department of Foreign Affairs and International Trade (DFAIT) to support the Minister for Status of Women's leadership on encouraging the United Nations to proclaim the International Day of the Girl (IDG), to be marked for the first time in October 2012. This proclamation is a significant achievement for the Government of Canada. The IDG will raise awareness of the challenges still facing girls worldwide and will support girls and young women as citizens and powerful voices for change in their families, communities and their nations.

SWC continued to provide expertise relevant to its mandate to support DFAIT and the Canadian International Development Agency in advancing Canada's foreign policy, particularly its international obligations related to gender equality. The agency continued to co-lead with DFAIT preparations for the 56th annual session of the United Nations Commission on the Status of Women, the leading international forum for Canada and other states to assess progress towards gender equality.

In celebration of the 30th anniversary of Canada's ratification of the United Nations Convention on the Elimination of All Forms of Discrimination against Women (December 10, 2011), Status of Women Canada, in collaboration with the Departments of Justice, Canadian Heritage and DFAIT, hosted a symposium to raise awareness of Canada's obligations under the Convention and its relevance to domestic laws, policies and programs. A panel of representatives from Canadian equality-seeking organizations provided a community perspective on the Convention.

The performance analysis for this program activity shows that SWC is producing results in facilitating the integration of gender-considerations in decision-making processes, in high-level discussions, among different levels of government, in policy and program initiatives and at domestic and international forums. The agency's performance data shows that GBA is indeed at a crossroads in the Canadian federal public service: the number of departments engaged in building GBA capacity has increased, and there is a consistent uptake of the *Departmental Action Plan on Gender-based Analysis* by departments and agencies, with six more organizations joining the nine that implemented the Action Plan in its first year. As well, there is growing recognition that gender equality is a shared responsibility, with 27 federal departments and agencies sending a total of 125 representatives to attend a SWC-sponsored GBA+ workshop. Further, requests by departments and agencies for SWC's assistance in GBA application are growing while departmental response to and participation in GBA training have increased, with 27 separate organizations sending a total of 126 people to attend training sessions organized by SWC. In addition, individuals with

responsibility for promoting GBA from nine federal organizations participated in a series of workshops designed to support them in this function.

There is evidence of success in SWC's efforts to build partnerships, promote collaboration and foster synergy on common issues. Canada's successful leadership in the proclamation of the International Day of the Girl is an indicator of effective collaboration among various stakeholders. The partnership approach has also been instrumental in addressing issues pertaining to equality for women, including ending violence against women and girls, promoting the representation of women in leadership positions and non-traditional occupations, engaging men and boys in preventing gender-based violence and others. As SWC continues to reinforce and broaden this approach, there is a demonstrable level of awareness that gender equality is a shared responsibility of women and men, boys and girls, public institutions and the private and voluntary sectors.

Program Activity 1.2: Women's participation in Canadian society

Program Activity Description

Under this program activity, SWC supports women's full participation by addressing their economic and social situations and their participation in democratic life through financial and other support for projects and strategic partnerships that leverage resources and involve public institutions, non-governmental organizations and others.

2011–2012 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
24.2	24.0	21.6

Planned spending within each program activity included forecasted expenditures funded centrally through Internal Services. This mostly explains the variance between planned spending and actual spending within each program activity.

2011–2012 Human Resources (full-time equivalents [FTEs])

Planned	Actual	Difference
32	32	0

Program Activity Performance Summary

Expected Results	Performance Indicators	Targets	Actual Results
Increased participation of women in their communities	Proportion of funded projects that demonstrate level of women's participation in their communities	10% of projects	All targets exceeded. A summative evaluation of this program activity reported that: • 90% of the funded projects had increased awareness among women for identifying and/or removing barriers to their participation in their communities • 60% of projects met objectives in terms of increased partnerships. Almost all funded applicants reported that they will continue to work with project partners and 60% are already doing so. • 80% of the projects contributed to increased participation of women in their communities to "a great extent." See summative evaluation report at: (http://www.swc-cfc.gc.ca/account/resp/prwpeval-evalpr/wpe.epf-1eng.html).
Increased awareness among women for identifying and/or removing barriers to their participation in their communities	Proportion of funded projects that demonstrate raised awareness or knowledge acquisition among women for identifying and/or removing barriers to their participation in their communities		
Increased partnerships with other federal departments, levels of government, non-governmental organizations and the private sector	Proportion of funded projects involving partners addressing women's issues through joint projects		

Performance Summary and Analysis of Program Activity

In 2011–2012, SWC provided funding and other supports for projects at the local, regional and national levels designed to address barriers to women's full participation in Canadian society. Of the 328 projects, 64 were completed, 164 were ongoing and 100 were new projects. Total funding expended for these projects during the reporting year was $18,285,051.

The projects were diverse in nature and scope, targeted different population groups, addressed a multitude of issues and applied varied strategies. SWC continued to support projects that incorporate and promote the use of gender-based analysis and strategies that acknowledge the intersectionality of issues affecting women. All projects contributed to one or more of the SWC priority areas: improving women's economic security and prosperity; ending violence against women and girls; and encouraging women and girls in leadership and decision-making roles.

Community Action: SWC supports projects that work to increase and strengthen access to a range of opportunities, information, resources and services, tools, etc. that facilitate women's participation in Canadian society. The performance analysis for this program activity shows that these strategies and supports are yielding concrete results in leveraging

partnerships, raising awareness, and increasing and strengthening women's participation in their communities.

The results of the summative evaluation of the WP that was completed in 2011-2012 demonstrated that the investments made through the WP are making a real difference by responding to the needs of women and girls in Canada. Key findings indicate that the Program, with its focus on gender equality, is still relevant and demand for the Program over the last five years has been high. The WP increased women's participation in their communities and has been successful in stimulating partnerships, and funding from partners, with many of the projects demonstrating sustainability. However, the evaluation also identified areas to be addressed that would increase the Program's reach and sustainable impact. For example, there are opportunities for greater knowledge building and sharing.

Collaboration: Through the WP, SWC facilitates collaboration, networking and partnerships to promote equality and the advancement of women in Canada. Relevant stakeholders for funded projects may include women's and community organizations, public institutions and the private sector. This collaborative approach will ensure that issues affecting women are widely recognized and addressed, increasing a sense of ownership within communities.

Through this Program, SWC facilitates networking; develops partnerships where needed to address horizontal issues impacting women and girls; shares knowledge; and assists organizations working to advance women's equality to gain access to expertise, resources and tools. For example, key stakeholders such as law enforcement representatives, service providers, community organizations and foundations, and academics were brought together to discuss the issues related to human trafficking in Ontario and across Canada, and to share information and help build partnerships. The meeting was a response to a number of requests from organizations seeking funding for projects to address human trafficking in Ontario. As well, SWC continued to support last year's innovative *Blueprint Projects* by establishing networks of various currently funded organizations to test promising and innovative models in order to share information, establish connections and promote learning.

By investing strategically, supporting partnerships and facilitating networks, SWC works to help create conditions for success for women in Canada. SWC continued to strengthen the Program's networks and to work horizontally where possible on issues affecting women. The Program uses a departmental assessment committee, which includes members from other relevant federal departments, to provide input on proposed projects and identify potential partnerships. The WP also participates and contributes to the assessment committees of other federal programs, horizontal initiatives, and various interdepartmental working groups, such as the Human Trafficking Taskforce. These networks allow for greater flexibility in responding to emerging issues, in supporting the coherence of government

action in addressing women's issues, and in increasing the potential for the reach and sustainability of projects.

Enhancing Program Management and Accountability: SWC continued to work on streamlining practices and providing greater program flexibility. SWC launched two targeted calls for proposals in 2011–2012:

- *Women Living in Rural and Remote Communities and Small Urban Centres.* This call had two streams:
  - Community planning to reduce violence against women and girls in rural communities and small urban centres in Canada; and
  - Community planning for women's economic security in rural and remote communities in Canada
- *Engaging Young People to Prevent Violence against Women on Post-Secondary Campuses*

These calls leverage community resources by involving other stakeholders in the development of a community plan to address issues in the targeted communities. Each funded project includes work with key stakeholders to develop a community plan and to implement one of the plan's priority components. Through these calls, SWC continued to respond to government priorities and invested strategically in areas where there was potential to achieve concrete and direct results.

The summative evaluation found that the Program's design and delivery mechanisms were appropriate, and that the Program had made adaptive changes to improve delivery. SWC also improved the management and strengthened accountability of the Program through efforts to streamline its administration with more efficient and structured management strategies. For example, SWC undertook a review to identify opportunities to increase and strengthen the WP's service standards. The SWC approach was recognized as a promising practice by the Grants and Contributions Reform Committee's sub-working group on Service Standards. SWC is currently customizing and implementing a Grants and Contributions system, which is being adapted from the system used by Public Safety Canada. SWC is also working to finalize the Program's client engagement strategy. This process included consulting with internal stakeholders as well as recipients to ensure relevance and effectiveness.

During 2011–2012, SWC began work on implementing the recommendations from the summative evaluation and preparing to renew the Terms and Conditions for the Women's Program.

Lessons Learned

The key conclusion of the summative evaluation was that investments made through the WP are making a real difference and responding to the needs of women and girls in Canada. Key findings indicate that the Program is still relevant and demand for the Program over the last five years has been high. Other findings include:

- The program's priority areas: ending violence against women and girls; improving women's economic security and prosperity; and encouraging women and girls in leadership and decision making roles, are well-aligned with national data. These priorities are also consistent with those of other jurisdictions and governments elsewhere in the world.
- A significant number of women benefitted from each of the over 400 projects funded during the evaluation period.
- The program was considered to be effective and efficient, with a very reasonable administrative efficiency ratio.

The summative evaluation made a total of five recommendations in two areas: program performance; design and delivery, including Program reach and sustainable impact (http://www.swc-cfc.gc.ca/account-resp/pr/sewp-espf/sewp-espf-eng.html). SWC accepted the evaluation's recommendations and a Management Response was prepared to detail the work necessary to address them. For example, steps to further enhance the efficiency of the Program are in progress and the evaluation identified areas to be addressed to increase the Program's reach and impact. The Management Response is accessible electronically at http://www.swc-cfc.gc.ca/account-resp/pr/sewp-espf/mr-eng.html.

Program Activity 1.3: Internal Services

Program Activity Description

Internal Services includes groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of the organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Strategic Planning and Reporting Services; Audit and Evaluation Services; Cabinet/Parliamentary Affairs Services; Real Property Services; Materiel Services; Acquisition Services; Services to the Minister for Status of Women; and Travel and Other Administrative Services.

2011–2012 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
3.4	4.9	5.8

Planned spending within each program activity included forecasted expenditures funded centrally through Internal Services. This mostly explains the variance between planned spending and actual spending within each program activity.

2011–2012 Human Resources (FTEs)

Planned	Actual	Difference
45	45	0

Performance Summary and Analysis of Program Activity

In 2011–2012, SWC undertook to address areas for improvement identified through the Management Accountability Framework (MAF) assessment, including requirements under the *Access to Information and Privacy* (ATIP) Acts. SWC has improved its capacity to meet its legislative requirements under ATIP Acts. For example, through training, advice and enhanced systems, SWC has markedly improved its ATIP processes and the response times for ATIP requests: the number of carried-over requests was reduced by 90%, processing steps by 50% and paper consumption by 80%.

Lessons Learned

In 2011–2012, SWC participated in the first wave of the Core Control Audits performed by the Office of the Comptroller General (OCG), covering the period April 1, 2010, to March 31, 2011. The objective of this audit was to ensure that core controls over financial management within SWC are effective and comply with relevant legislation, policies and directives.

The audit results were very satisfactory and SWC received positive feedback from the OCG's Departmental Audit Committee on its achievements, particularly in light of its size. Management accepted the audit findings and developed a plan to address the detailed recommendations. The Management Action Plan is available online at http://www.swc-cfc.gc.ca/account-resp/pr/cca-vmc/index-eng.html

Section III – Supplementary Information

Financial Highlights

The financial highlights presented in this *Departmental Performance Report* are intended to serve as a general overview of the agency's financial position and operations. (For details, visit SWC's website[6]).

SWC is financed by the Government of Canada through parliamentary authorities. Financial reporting of authorities provided to SWC does not parallel financial reporting according to generally accepted accounting principles since authorities are primarily based on cash flow requirements. Consequently, items recognized in the Statement of Operations and Departmental Net Financial Position and the Statement of Financial Position are not necessarily the same as those provided through authorities from Parliament. A reconciliation of authorities used and the net cost of operations is set out in Note 3 of the organization's financial statements.

The purpose of this section is to explain the organization's 2011–2012 financial highlights, based on the organization's financial statements. The charts below illustrate the ending balances, as of March 31, for each major financial statement grouping, along with the corresponding change from the previous fiscal year. In summary, between 2010–2011 and 2011–2012, SWC's financial assets increased by 9% while its non-financial assets decreased by 29%. Its liabilities decreased by 6% and its expenses decreased by 4%. These changes led to a decrease of 35% in the departmental net debt and net financial position. Explanations are provided below the charts for the variances in each major grouping based on the most significant factors affecting each grouping during the fiscal year.

Condensed Statement of Financial Position (Unaudited) as at March 31, 2012 (in dollars)

	% Change	2011–2012	2010–2011
Total net liabilities	-6%	5,870,904	6,229,583
Total net financial assets	9%	4,499,195	4,125,874
Departmental net debt	-35%	1,272,709	2,103,709
Total non-financial assets	-29%	160,663	226,354
Departmental net financial position	-35%	(1,211,046)	(1,877,355)

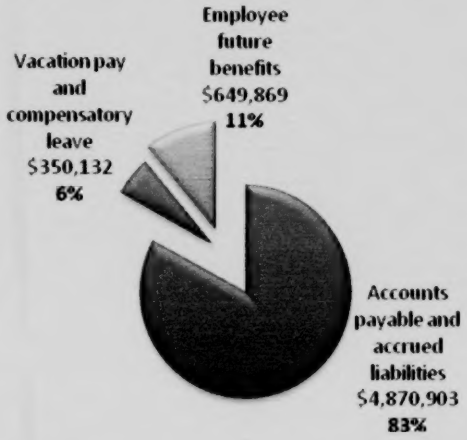
Condensed Statement of Operations and Departmental Net Financial Position (Unaudited) for the Year Ended March 31, 2012 (in dollars)

	% Change	2011–2012	2010–2011	Forecasted 2011–2012*
Total expenses	-4%	30,172,122	31,400,593	30,903,000
Total revenues	-89%	50	462	—
Net cost of operations before government funding	-4%	30,172,072	31,400,131	30,903,000
Departmental net financial position	-35%	(1,211,046)	(1,877,355)	(1,226,000)

* As per the organization's 2011–2012 Future-Oriented Financial Statements.

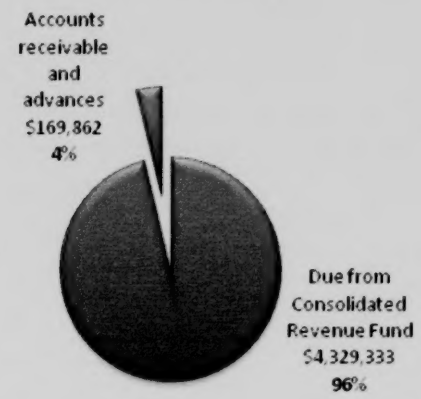
Financial Highlights—Charts and Graphs

Liabilities by type


Employee future benefits $649,869 11%
Vacation pay and compensatory leave $350,132 6%
Accounts payable and accrued liabilities $4,870,903 83%

Total liabilities were approximately $5.9 million as at March 31, 2012, a decrease of $0.4 million (6%) over the previous year's total liabilities of $6.2 million. Accounts payable and accrued liabilities are the largest component, representing 83% of total liabilities. The decrease in total net liabilities is mainly due to a decrease in employee future benefits. SWC had to significantly reduce its estimate for future severance cash-outs due to a recent increase in payments of severance benefits to employees as per renegotiated collective agreements.

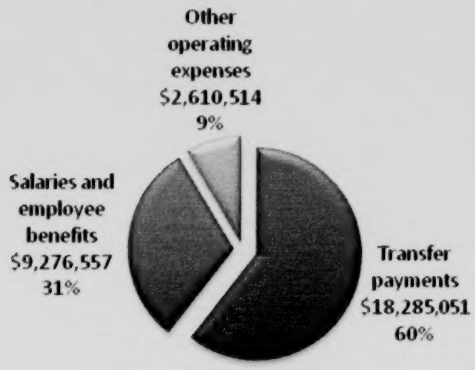
Financial Assets by Type



Total financial assets were approximately $4.5 million as at March 31, 2012, an increase of $0.4 million (9%) over the previous year's total net financial assets of $4.1 million. The increase in financial assets is mainly due to an increase of $0.2 million in the amount due from the Consolidated Revenue Fund and an increase of $0.2 million in the accounts receivable and advances. Amounts due from the Consolidated Revenue Fund represent a charge against departmental authorities and are available for use to the organization in future periods without further authorities.

Total non-financial assets were approximately $0.2 million at the end of 2011–2012, a 29% decrease over the previous year's total caused by a decrease in the acquisition of capital assets due to the organization's impending relocation. Non-financial assets are comprised entirely of tangible capital assets.

Expenses by Type



Total expenses were approximately $30.2 million in 2011–2012, a decrease of $1.2 million (4%) from the previous year's total expenses of $31.4 million. The decrease in total expenses is mostly attributable to a decrease in grant and contribution spending as the re-profile from 2008–2009 ended in 2010–2011 and the budget is now at its ongoing level. The decrease in total

expenses is also attributable to a decrease in employee future benefits. SWC had to significantly reduce its estimate for future severance cash-outs due to a recent increase in payments of severance benefits to employees as per renegotiated collective agreements.

Comparison of Forecasted Results (as per the organization's 2011–2012 Future-oriented Financial Statements) and Actual Results

The organization's final net cost of operations before government funding for 2011–2012 was approximately $731,000 less than was anticipated in the future-oriented financial statements included in the 2011–2012 RPP ($30.2 million versus $30.9 million). This represents a 2% variance and is explained as follows:

The future-oriented financial statements were prepared based on Parliamentary appropriations received as of the 2011–2012 Main Estimates. They did not consider expenditures as a result of resources received for the remainder of the year and / or a variation in voted resources for such items as: carry-forward amount from 2010–2011; and maternity, severance payments and employee benefits plan. Other explanations for the variance relate to unplanned lapses in both contribution funding and operating expenditures.

Financial Statements

For financial statements, please visit: http://www.swc-cfc.gc.ca/account-resp/pr/fin/index-eng.html.

List of Supplementary Information Tables

Electronic supplementary information tables listed in the *2011–2012 Departmental Performance Report* can be found on Status of Women Canada's website[7]:

- Details on Transfer Payment Programs
- Greening Government Operations
- Internal Audits and Evaluations
- User Fees Reporting

Section IV – Other Items of Interest

SWC supported the Minister for Status of Women and the Government of Canada to reach out to and communicate with Canadians on important issues, including progress being made and challenges faced in advancing equality between women and men. The key annual activities include:

- Commemorative Events– International Women's Day (March 8), Women's History Month (October), International Day of the Girl, to be celebrated for the first time on October 11, 2012, Persons Day (October 18); the National Day of Remembrance and Action on Violence Against Women (December 6); and the 16 Days of Activism Against Gender-based Violence (November 25 to December 10).
- Governor General's Awards in Commemoration of the Persons Case – Annual awards to honour individual Canadians for their contributions to the goal of equality for women and girls in Canada. The awards commemorate the 1929 legal victory that paved the way for women to be appointed to the Senate of Canada.

The agency also gained new audiences by expanding its scope. Notably, the Women's History Month theme for 2011, "Women in Canadian Military Forces: A Proud Legacy," drew considerable interest from other federal departments, including the Department of National Defence, Veterans Affairs Canada and the Canadian War Museum, as well as from women and men in or retired from the military.

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Endnotes

1 TrustLaw, a legal news service run by Thomson Reuters Foundation, asked 370 health workers, policymakers, journalists and development specialists with expertise in gender issues to rank the 19 countries of the G20 in terms of the overall best and worst place to be a woman. Canada ranked number 1, which means it is the best G20 country to be a woman.

2 http://www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html.

3 The *Departmental Action Plan on Gender-based Analysis*, developed by SWC in collaboration with the Treasury Board Secretariat and Privy Council Office, provides accountability measures for GBA implementation and establishes a standard for federal organizations to make GBA a sustainable practice, to pilot GBA on a project and to report on their overall efforts in GBA implementation in their Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs).

4 Citizenship and Immigration Canada, Canadian Heritage, Fisheries and Oceans Canada, Industry Canada, Public Health Agency of Canada, Public Works and Government Services Canada, Transport Canada, Veterans Affairs Canada.

5 http://www.swc-cfc.gc.ca/rc-cr/stat/wic-fac-1011/index-eng.html.

6 http://www.swc-cfc.gc.ca/account-resp/pr/fin/index-eng.html.

7 http://www.swc-cfc.gc.ca/account-resp/pr/dpr-rmr/1112/st-ts-eng.html.